

# Responding to the COVID-19 Emergency

An Inside Look

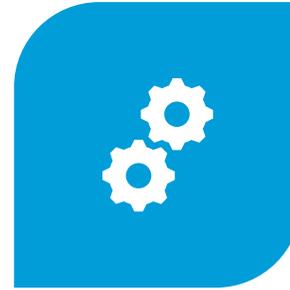


The initial task at hand seemed insurmountable and, in many respects - terrifying – given the human life consequences of failure. We were watching health systems around the world ... falter because they did not have enough PPE and knew we had to move quickly.

Overcoming different agency cultures, technology and approval processes were initially difficult. However, our common sense of purpose as well as effort to establish goals, assign responsibilities and our ability to adjust to emerging priorities ultimately resulted in a successful emergency procurement effort.

- Paul Hammer
- Deputy Secretary
- Wisconsin Department of Transportation

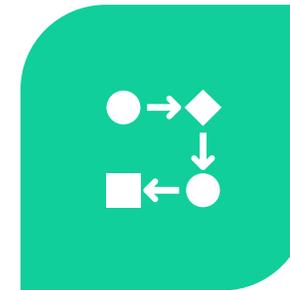
# The first days



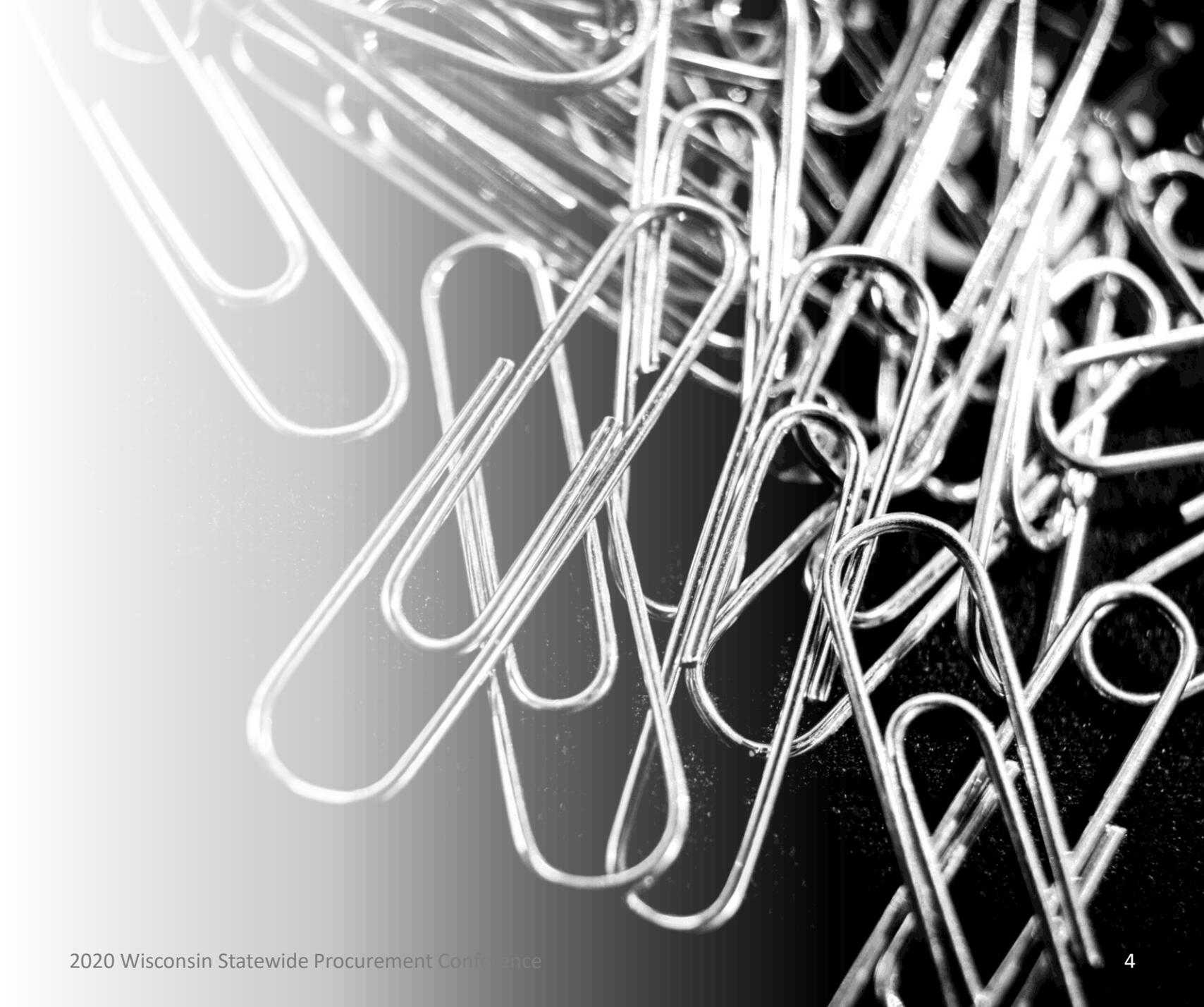
ASSEMBLE!



RE-ASSEMBLE!



MORE  
ASSEMBLY!



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## Assemble!

- 5 people
- 3 different agencies
- 1 randomly chosen conference room

# Assemble...

- 2 senior managers from DOT
- A different, randomly chosen, conference room

# Quick Math

- 5 people
- Plus 2 more people
- Plus 2 conference Rooms
- Plus 4 agencies

- Equals...
- The makings of a great team!
- But also, initial confusion.



Uncertainty regarding the organizational structure – when I came in, an org structure had been created to dedicate leadership and staff to procurement, but not everyone knew that right away and there was confusion for several days about roles and responsibilities among the staff brought in.

Aileen Switzer  
Division Administrator  
Wisconsin Department of Transportation





# Re-Assemble!

- 
- Lots of “I” in TEAM...
  - Introductions
  - Individual responsibilities
  - Individual Strengths
  - Identify what needs to be done
  - Initiate Purchases



# What are we doing?

## What do we need?

- PPE
- Cleaning Supplies
- Medical Equipment
- Lunch

## Who needs it?

- Everyone
- Everyone
- Hospitals
- Us



## A quick note on lunches

- Double Meat
- Double Bread
- Truthfully, a critical piece to the entire operation – which allowed for people to continue working throughout the day. And forced people to get up
- Real Lunch pictured; a rare quintuple Carb day





# We need more people!

## More teams

- Procurement / Purchasing
- Lead Triaging and vetting
- Tracking approvals
- Verifying receiving

## More People

- 6 procurement staff
- 3 support staff



# Assemble! Again!

## Teams

- Procurement Team
  - Staff taking calls and making cold-calls to pre-vet potential purchase leads – forwarding to Procurement Staff
- Donations Team
  - Multiple staff receiving offers of donations, vetting, and forwarding ‘good’ leads up to procurement
- Manufacturing Team
  - WEDC and Procurement working to find WI business’ who are retooling for PPE and Supplies

## Collaboration!

- Quality Control
  - Pre and Post purchase
  - Industrial Hygienist and Medical Personnel
- Warehouse group
  - National Guard, American Family, Private Business, DOA, DHS, DNR, DOT
- Emergency management
  - Surveying counties & tribes, relaying needs to procurement
- Distribution
  - National Guard, small business, state cars and state employees





# Teams and Organizing



## Procurement Team

- 6+ Procurement Managers
- Calling potential leads
- Make initial purchase arrangements

## Organization

- Daily Check-In via Skype
- SharePoint site with potential leads (created by another team); with priority info and pre-vetted
- Route purchase through DocuSign for approval and execution



What do people need? And how much?

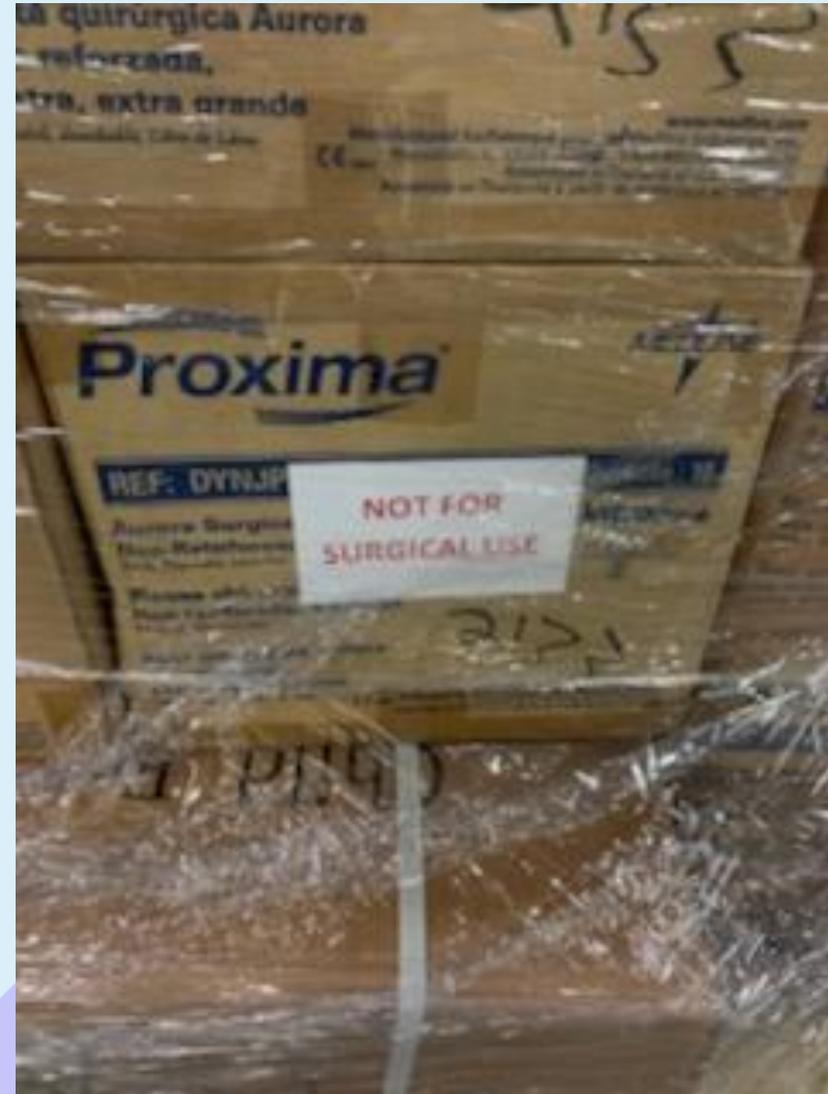
- Collaborate with WEM, and DMA, to identify needs from Surveys to Tribes and Counties
- Look at other states, and what they needed early on during the crisis
- Estimate quantities – 1 per citizen?

## “Just buy [Stuff]”

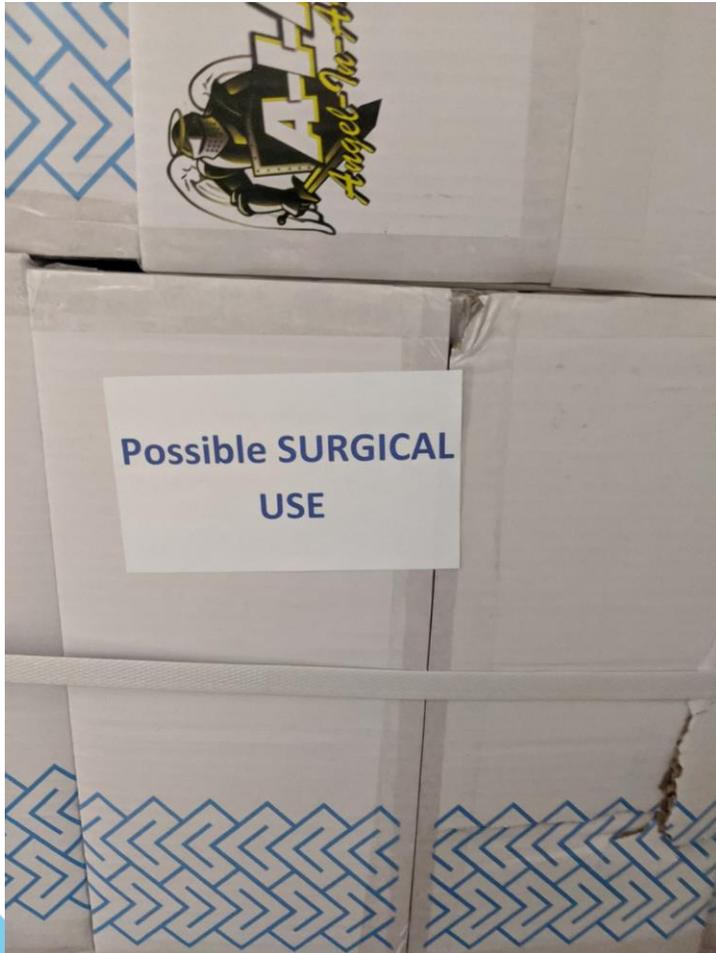
- Masks
- Gowns
- Gloves
- Bleach
- Goggles?
- Face Shields
- Shoe covers?
- Bouffant Caps?

# Quality Control

- Pre and Post Purchase
- Industrial Hygienist
  - Reviewed all orders and products before we purchased
- Medical Professionals
  - Reviewed product as they were received at the warehouse to label how they can and should be used



# Buy the right product



# Keep good records

Document everything



# Record Keeping is Key

- Establish a DocuSign approval process
  - Procurement Manager
  - Procurement Supervisor
  - Finance
  - Legal
  - Supply Lead
  - Final Approval
- For EVERYTHING!
  - Regardless of price
  - Regardless of quantity
  - On or off contract

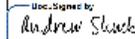
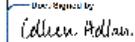
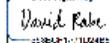
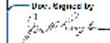
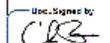
Bureau of Procurement  
**ROUTING SLIP FOR DOA DEPUTY SECRETARY'S SIGNATURE**

Contract Number 505ENT-M19-FACILITMRO-02

**SUBJECT**

- Commodities Purchase
- Services Purchase
- Facilities Lease
- Change Order on Existing Purchase - Original PO if applicable:

**APPROVALS**

Approver	Name	Date
Procurement Manager		8/18/2020   2:39 PM CDT
SBOP Section Chief		8/18/2020   2:40 PM CDT
Finance		8/19/2020   5:41 PM CDT
Legal		8/20/2020   8:20 AM CDT
Supply Lead		8/21/2020   12:03 PM CDT
Deputy Secretary		8/23/2020   2:00 PM CDT

**Legal Notes**

**Finance Notes**The cost of this commodity is not readily assignable to an appropriation at this time; therefore, it is appropriate for BU 90100 [clearing] pending disposition, which is anticipated to be to DHS. Amounts for purchases after December 30, 2020, must be provided via a non-CRF source.

# Record your contacts

- Who did you call?
- Who called you?
  - Avoids duplicate work
  - Avoids miscommunication to vendors
  - Avoids general frustration

2020 Wisconsin Statewide Procurement Conference

# SharePoint Organization

- Company and contact info added
  - Contact made by leads team to identify products, quantity on hand, certifications, other basic info
  - Priority level set based on needs at the time, and likelihood of availability
  - Procurement manager reach out, and set up deal
  - Vendors were contacted regularly to update our system, and them of our needs
- Every Step of the process was document in SharePoint
  - Names and dates of who made contact, and who they talked to were annotated
  - Once assigned to Procurement Manager it was managed by them in the system
  - Full product details, company info, availability, etc. annotated and updated regularly

# Prepare for change

Right when you think  
you've figured it out





# Unforeseen Needs

- Field Hospital – Alternate Care Facility
  - Needs medical equipment, more PPE, more Cleaning Supplies
  - Needs Contracts for medical waste, oxygen, internet, staffing
- Decontamination –
  - Needs a 20ft Connex, more PPE, UV Torches...Nescos.
- Mortuary Affairs –
  - Needs refrigerated trucks, body bags, racking/storage systems
- Testing –
  - Needs coolers, Kiddie Pools, Traffic Control, even more PPE
- Elections



# Elections! (Twice!)

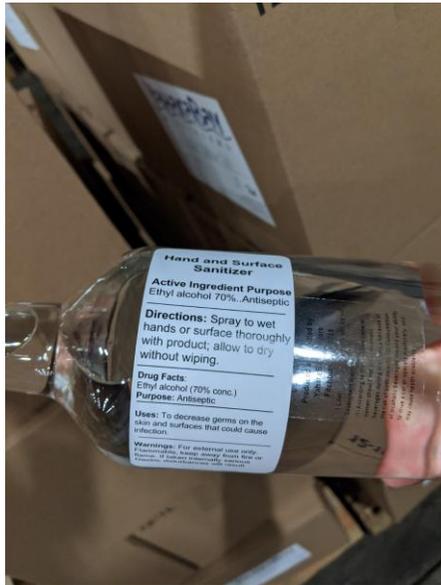
- 1.5 million pens
- 1,000s of roles of tape
- 500 cases of alcohol sanitizer
- Other PPE
- Distributed by the National Guard



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# Be ready



# Decontamination

- 20 ft shipping container
- Ultra Violet Lights (Torches)
- Lots of lumber, fans, folding tables, and tools



# Scam & Dang!



Like it or not there are some bad actors out there; and we received a fair amount of 'leads' from vendors that either didn't have the product, were trying to piece-meal something together from overseas, raised prices to extraordinary levels to try to make a huge profit, sell mislabeled or misrepresented product.



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# SCAM examples

- Mask samples with stapled ear loops
- Masks with press stamps that left holes
- “10 million N95’s in stock now!!” ... 100% prepay
- I only want to sell these to Wisconsin, because I like cheese.





# Dang!

- There were times where we may have missed opportunities
  - Other states, large companies, everyone – was trying to do the same thing as us; and there's only so much inventory
- You have to move on to the next potential deal
- Some vendors try to use time pressure to sell more, possibly scam, possibly true – but we had to weight risk/reward



# The bottom line(s)



# Collaboration was, and is, key

- Although a source of frustration, it was (and still is) absolutely necessary to get everything accomplished.
- Without the expertise and knowledge brought in by different agency partners we would not have been able to accomplish as much as we did in such a short time
- There are simply too many moving parts for one group to get this done; too many different pieces of the puzzle for one agency to know everything.
  - Public health, Public Purchasing, County/Tribe outreach, Technology, Medical knowledge, so much more...



# Strong Leadership is necessary

- Managers who are willing to hear out different ideas
- Leaders who are willing to adapt, reorganize, and push back when needed, were key to allowing purchases to be made timely
- Forward thinkers who could fore-see future needs, and forward-thinking leaders who were willing to take a risk in allowing purchases to be made



## Record Keeping

- Open Records
- Media requests
- Management review

- Approvals
- Roles & responsibilities
- Call logs





## **Patient and Persistent**

- Everyone is doing their best
- Keep doing the best you can



## **Flexible and Nimble**

- Priorities change moment to moment
- Think outside the box, and roll with the punches



# Try to relax

## Long days and difficult situations

- Are not easy
- Will get the best of everyone



## Summary:

- Keep good records
- Stay calm
- Think outside the box
- Be ready for change
- Work together
- And Eat lunch



